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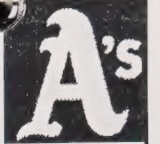
City Clerk's Office
City of Santa Clara



Original Copy

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City Council
(Viacom)

City Staff

Santa Clara
Stadium Association

Major League

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SANTA CLARA A's

Funding & Financial Assessment

INSTRUMENTAL ANALYSIS

2. A. ANALYSIS

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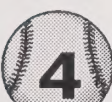
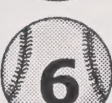
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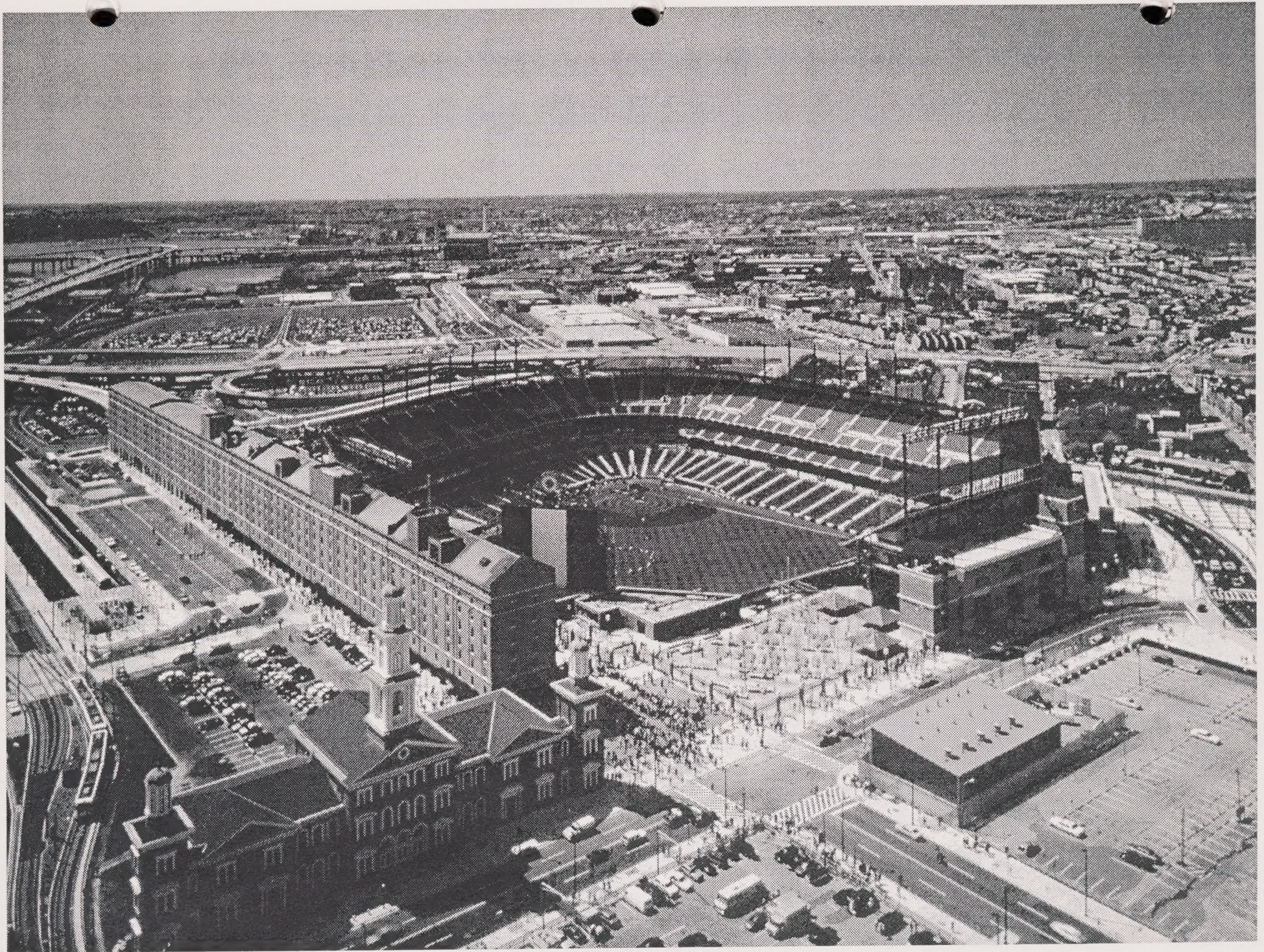




- (1) **Bar Examination**
- (2) **Bar Examination**
- (3) **Bar Examination**
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- (7) **Bar Examination**

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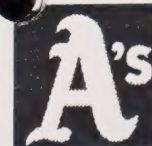






MLB Attendance Levels (1995-2000)

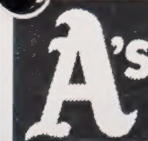
Average Regular Season Attendance



Team	Facility	Year Opened	2000 Seating Capacity	2000* Average Attendance	1999 Average Attendance	1998 Average Attendance	1997 Average Attendance	1996 Average Attendance	1995 Average Attendance ¹
Cleveland Indians	Jacobs Field ³	1994	43,400	42,700	42,800	42,800	42,000	41,000	39,500
Colorado Rockies	Coors Field ⁴	1995	50,200	41,400	43,000	46,800	48,000	48,000	47,100
Baltimore Orioles	Oriole Park at Camden Yards	1992	48,900	41,300	42,400	45,500	45,800	45,000	43,000
St. Louis Cardinals	Busch Stadium	1966	49,600	40,900	39,800	39,400	32,800	32,800	24,300
San Francisco Giants	Pacific Bell Park ⁵	2000	40,800	40,800	25,700	23,800	20,900	17,500	17,200
New York Yankees	Yankee Stadium	1923	57,500	40,200	40,700	36,400	28,200	27,800	23,700
Atlanta Braves	Turner Field ⁶	1997	49,500	39,500	40,600	41,500	42,800	35,800	35,600
Seattle Mariners	SAFECO Field ⁷	1999	47,000	38,600	36,000	32,600	39,500	33,600	22,800
Houston Astros	Enron Field ⁸	2000	42,000	37,800	33,400	30,300	25,300	24,400	18,900
Los Angeles Dodgers	Dodger Stadium	1962	56,000	37,200	38,200	38,100	41,000	39,400	38,400
Arizona Diamondbacks	Bank One Ballpark	1998	49,100	36,300	37,300	44,500	NA	NA	NA
New York Mets	Shea Stadium	1964	55,800	35,500	33,700	28,200	21,800	19,600	17,700
Chicago Cubs	Wrigley Field	1914	39,000	35,300	34,700	32,400	27,000	27,400	26,600
Texas Rangers	The Ballpark in Arlington ⁹	1994	49,200	35,000	34,200	36,100	36,300	35,700	27,600
Cincinnati Reds	Cinergy Field	1970	53,000	32,100	25,400	22,100	22,000	23,000	25,600
Boston Red Sox	Fenway Park	1912	33,900	31,900	30,200	28,600	27,200	28,600	30,200
Detroit Tigers	Comerica Park ¹⁰	2000	40,000	31,600	25,000	17,400	16,900	14,400	16,400
San Diego Padres	Qualcomm Stadium	1968	66,300	29,000	31,200	31,600	25,800	26,900	14,500
Anaheim Angels	Edison International Field	1966	45,100	25,200	27,800	31,100	21,800	22,500	24,300
Chicago White Sox	Comiskey Park	1991	44,100	24,400	16,500	17,200	23,000	20,700	22,400
Toronto Blue Jays	Skydome	1989	45,000	22,200	26,700	30,300	32,000	31,600	39,300
Kansas City Royals	Kauffman Stadium	1973	40,500	21,600	18,600	18,500	18,700	17,700	17,100
Pittsburgh Pirates	PNC Park ¹¹	2001	48,000	21,400	20,200	19,300	20,500	16,400	12,600
Oakland A's	Network Associates Coliseum	1966	43,700	20,900	17,700	15,200	15,600	14,200	16,300
Philadelphia Phillies	Veterans Stadium	1971	62,500	20,600	22,500	21,200	18,400	22,200	28,400
Tampa Bay Devil Rays	Tropicana Field ¹²	1990, 1998	44,800	19,200	19,300	30,900	NA	NA	NA
Milwaukee Brewers	Miller Park ¹³	2001	53,200	18,900	21,000	22,400	17,800	16,400	15,100
Florida Marlins	Pro Player Stadium	1987	35,500	15,300	16,900	21,600	29,200	21,600	23,600
Minnesota Twins	Metrodome	1982	48,700	13,600	14,900	14,400	17,400	17,700	14,700
Montreal Expos	Olympic Stadium	1976	46,400	12,100	9,500	11,300	18,500	20,000	18,200
New Ballpark Average			45,700	35,700	34,700	38,200	39,700	38,100	35,900
Older Ballpark Average			48,900	26,300	26,400	25,700	24,500	24,000	22,700
MLB Average			47,600	30,100	28,900	29,100	27,700	26,500	25,000

MLB Attendance Levels (1995-2000)

Footnotes



Note: All figures are rounded to nearest hundred.

Note2: Ballparks built since 1990 are italicized.

Note3: The Arizona Diamondbacks and Tampa Bay Devil Rays joined the MLB in 1998.

¹ The 1995 season reflects an average of 72 home games for all MLB teams.

² Reflects 1994 average regular season attendance up to the date of the players strike, August 12, 1994. This represents an average of 57 home games for all MLB teams.

³ Prior to the 1994 season, the Indians played their home games at Indians' Park which had a seating capacity of 74,500.

⁴ Prior to the 1995 season, the Rockies played their home games at Mile High Stadium which had a seating capacity of 76,000

⁵ Prior to the 2000 season, the Giants played their home games at 3COM Park which had a seating capacity of 63,000.⁶ Prior to the 1997 season, the Braves played their home games at Atlanta-Fulton County Stadium which had a seating capacity of 52,700.

⁷ Prior to the 1999 season, the Mariners played their home games at the Kingdome which had a seating capacity of 59,200. During SAFECO Field's inaugural season, the Mariners played 39 of their 81 home games at the Kingdome prior to finishing the season with 42 games at SAFECO Field.

⁸ Prior to the 2000 season, the Astros played their home games at the Astrodome which had a seating capacity of 54,300.

⁹ Prior to the 1994 season, the Rangers played their home games at Arlington Stadium which had a seating capacity of 43,500.

¹⁰ Prior to the 2000 season, the Tigers played their home games at Tiger Stadium which had a seating capacity of 52,400 .

¹¹ Capacity and attendance figures for the Pirates through 2000 are for Three Rivers Stadium.

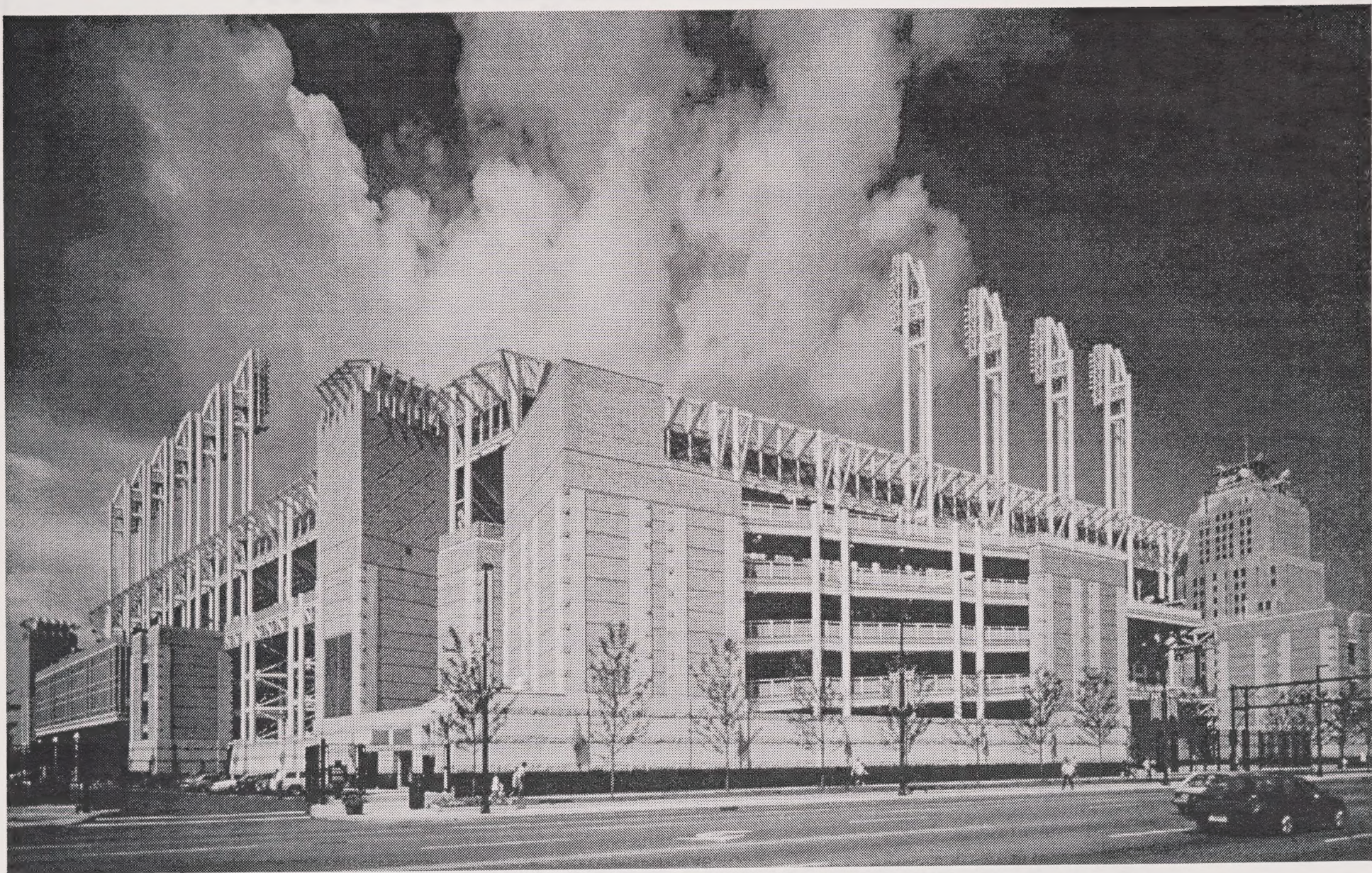
¹² Tropicana Field was originally built in 1990, then renovated in 1998 in preparation of the Devil Rays joining the MLB.

¹³ Capacity and attendance figures for the Brewers through 2000 are for Milwaukee County Stadium.

1. The first step in the process of developing a curriculum is to identify the needs of the students. This involves a thorough analysis of the current curriculum and the needs of the students. The next step is to develop a list of learning objectives that are aligned with the standards and the needs of the students. This list should be developed in consultation with the teachers and the students. The third step is to develop a list of activities that will help the students achieve the learning objectives. These activities should be developed in consultation with the teachers and the students. The fourth step is to develop a list of assessment methods that will be used to measure the students' progress. These methods should be developed in consultation with the teachers and the students. The fifth step is to develop a list of resources that will be used to support the curriculum. These resources should be developed in consultation with the teachers and the students. The sixth step is to develop a list of evaluation methods that will be used to evaluate the curriculum. These methods should be developed in consultation with the teachers and the students. The seventh step is to develop a list of implementation methods that will be used to implement the curriculum. These methods should be developed in consultation with the teachers and the students. The eighth step is to develop a list of monitoring methods that will be used to monitor the curriculum. These methods should be developed in consultation with the teachers and the students. The ninth step is to develop a list of revision methods that will be used to revise the curriculum. These methods should be developed in consultation with the teachers and the students. The tenth step is to develop a list of dissemination methods that will be used to disseminate the curriculum. These methods should be developed in consultation with the teachers and the students.

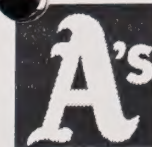
11. The first step in the process of developing a curriculum is to identify the needs of the students. This involves a thorough analysis of the current curriculum and the needs of the students. The next step is to develop a list of learning objectives that are aligned with the standards and the needs of the students. This list should be developed in consultation with the teachers and the students. The third step is to develop a list of activities that will help the students achieve the learning objectives. These activities should be developed in consultation with the teachers and the students. The fourth step is to develop a list of assessment methods that will be used to measure the students' progress. These methods should be developed in consultation with the teachers and the students. The fifth step is to develop a list of resources that will be used to support the curriculum. These resources should be developed in consultation with the teachers and the students. The sixth step is to develop a list of evaluation methods that will be used to evaluate the curriculum. These methods should be developed in consultation with the teachers and the students. The seventh step is to develop a list of implementation methods that will be used to implement the curriculum. These methods should be developed in consultation with the teachers and the students. The eighth step is to develop a list of monitoring methods that will be used to monitor the curriculum. These methods should be developed in consultation with the teachers and the students. The ninth step is to develop a list of revision methods that will be used to revise the curriculum. These methods should be developed in consultation with the teachers and the students. The tenth step is to develop a list of dissemination methods that will be used to disseminate the curriculum. These methods should be developed in consultation with the teachers and the students.







Average Regular Season Attendance Before and After Development of New Ballpark



Team	Facility	Average Attendance in New Ballpark	Average Attendance 3 Years Before New Ballpark	Percentage Change
Atlanta Braves	Turner Field	41,100	38,600	6.48%
Baltimore Orioles ¹	Oriole Park at Camden Yards	44,100	30,700	42.72%
Chicago White Sox	Comiskey Park	23,200	17,100	35.40%
Cleveland Indians	Jacobs Field	40,800	18,300	122.95%
Colorado Rockies ²	Coors Field	45,700	56,500	-19.12%
Detroit Tigers	Comerica Park	31,600	19,800	59.60%
Houston Astros	Enron Field	37,800	29,700	27.27%
San Francisco Giants	Pacific Bell Park	40,800	23,500	73.62%
Seattle Mariners ³	SAFECO Field	37,300	35,200	5.97%
Texas Rangers	The Ballpark in Arlington	35,500	27,700	28.16%
Average		37,800	29,700	27.27%
Average without Colorado and Cleveland		36,400	27,800	30.94%

¹ Average Attendance before new ballpark is over two years.

² Past average attendance is for two years, as the Rockies joined the MLB only two years prior to moving to Coors Field. The Rockies moved from the 76,100-seat Mile High Stadium into the 50,200-seat Coors Field in 1995. In addition, since the Rockies expansion franchise began operations in 1993, their high attendance levels prior to moving to Coors Field could be due to the novelty of the team and large seating capacity at Mile High Stadium.

³ The Mariners played 42 of their 81 home games at SAFECO Field in 1999. The remaining 39 games were played in the Kingdome.

Note: Tropicana Field and Bank One Ballpark are not included since the Devil Rays and Diamondbacks were new teams at the time these parks opened.

The following table shows the results of the survey conducted in the year 1990. The data is presented in the form of a table with four columns: the first column contains the names of the respondents, the second column contains the age of the respondents, the third column contains the gender of the respondents, and the fourth column contains the occupation of the respondents. The data is as follows:

Name of the Respondent		Age	Gender	Occupation
1. John Doe		25	Male	Student
2. Jane Smith		30	Female	Teacher
3. Robert Brown		45	Male	Engineer
4. Mary White		28	Female	Doctor
5. David Green		35	Male	Lawyer
6. Susan Black		40	Female	Manager
7. Michael Red		32	Male	Artist
8. Emily Blue		22	Female	Writer
9. James Yellow		50	Male	Retired
10. Sarah Purple		38	Female	Business
Total				

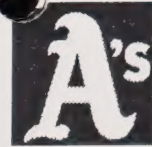
Before and After Development of New Product
 Average Regular Season Attendance







Attendance - Key Points



- 2000 average attendance:

Oakland Athletics	20,900
Older Ballparks	26,300
New Ballparks	35,700
MLB-Overall	30,100
- Average attendance increase was approximately 32 percent for teams moving into new ballparks.
- Athletics low attendance is in spite of being Western Division Champions.

Domestic Production

• The U.S. economy is a large, diversified, and growing one.

Domestic Production: Key Points

• The U.S. economy is a large, diversified, and growing one.

U.S. GDP (1990) \$5,400 billion

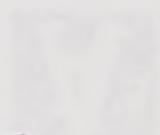
U.S. GDP (1995) \$6,700 billion

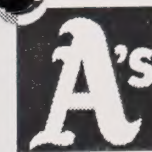
U.S. GDP (2000) \$10,600 billion

U.S. GDP (2005) \$14,700 billion

• 3000+ billion dollars in production

U.S. economy - key points





MLB Ticket Prices

Average Ticket Prices (1995-2000)

Team	Facility	2000 Average Ticket Price	1999 Average Ticket Price	1998 Average Ticket Price	1997 Average Ticket Price	1996 Average Ticket Price	1995 Average Ticket Price	Annualized Percentage Change
Boston Red Sox	Fenway Park	\$28.30	\$24.10	\$20.60	\$17.70	\$15.40	\$13.50	13.45%
Seattle Mariners	SAFECO Field	\$26.30	\$19.00	\$14.90	\$13.40	\$11.60	\$10.00	18.53%
New York Yankees	Yankee Stadium	\$25.90	\$23.30	\$20.50	\$16.30	\$14.50	\$15.00	9.75%
Detroit Tigers	Comerica Park	\$24.80	\$12.20	\$10.40	\$10.40	\$10.60	\$10.60	14.87%
New York Mets	Shea Stadium	\$24.30	\$19.90	\$16.10	\$13.10	\$11.80	\$10.90	12.13%
San Francisco Giants	Pacific Bell Park	\$21.20	\$12.10	\$11.50	\$10.10	\$10.60	\$11.10	12.49%
Cleveland Indians	Jacobs Field	\$20.60	\$18.40	\$17.40	\$15.30	\$14.50	\$12.10	13.10%
Houston Astros	Enron Field	\$20.00	\$13.30	\$11.90	\$10.50	\$10.70	\$8.90	13.39%
Atlanta Braves	Turner Field	\$19.80	\$19.20	\$17.20	\$15.50	\$13.10	\$12.00	10.57%
Texas Rangers	The Ballpark in Arlington	\$19.70	\$19.90	\$16.50	\$13.30	\$12.00	\$12.10	12.02%
Baltimore Orioles	Oriole Park at Camden Yards	\$19.50	\$19.80	\$19.80	\$15.70	\$13.10	\$13.10	8.38%
Chicago Cubs	Wrigley Field	\$17.60	\$17.50	\$14.40	\$14.60	\$13.10	\$13.20	6.01%
St. Louis Cardinals	Busch Stadium	\$17.60	\$16.50	\$15.50	\$12.40	\$9.90	\$9.80	9.88%
Arizona Diamondbacks ¹	Bank One Ballpark	\$16.60	\$16.60	\$14.70	NA	NA	NA	NA
Colorado Rockies	Coors Field	\$16.50	\$15.80	\$15.90	\$11.40	\$10.60	\$10.60	11.09%
Toronto Blue Jays	Skydome	\$16.30	\$16.60	\$16.40	\$14.90	\$13.90	\$13.40	2.60%
Los Angeles Dodgers	Dodger Stadium	\$15.40	\$13.70	\$12.20	\$11.20	\$9.90	\$9.70	7.64%
Chicago White Sox	Comiskey Park	\$14.30	\$15.00	\$14.50	\$16.10	\$14.10	\$12.90	2.91%
Philadelphia Phillies	Veterans Stadium	\$13.60	\$13.60	\$10.70	\$11.00	\$11.00	\$9.80	7.50%
Anaheim Angels	Edison International Field	\$13.20	\$13.20	\$11.80	\$9.70	\$8.40	\$8.10	7.42%
San Diego Padres	Qualcomm Stadium	\$13.00	\$11.90	\$11.30	\$10.60	\$9.90	\$9.10	5.91%
Florida Marlins	Pro Player Stadium	\$12.50	\$12.20	\$12.20	\$10.10	\$10.40	\$9.70	3.69%
Tampa Bay Devil Rays ²	Tropicana Field	\$12.00	\$15.10	\$15.60	NA	NA	NA	NA
Kansas City Royals	Kauffman Stadium	\$11.80	\$11.80	\$10.70	\$9.70	\$9.70	\$10.10	3.62%
Pittsburgh Pirates	PNC Park	\$11.80	\$10.70	\$9.30	\$10.10	\$10.10	\$9.70	4.28%
Milwaukee Brewers	Miller Park	\$11.70	\$11.00	\$9.60	\$9.60	\$9.40	\$9.50	2.56%
Oakland A's	Network Associates Coliseum	\$11.40	\$10.10	\$10.60	\$10.50	\$11.30	\$10.60	1.18%
Cincinnati Reds	Cinergy Field	\$10.70	\$9.70	\$8.40	\$8.40	\$8.00	\$8.00	4.24%
Montreal Expos	Olympic Stadium	\$10.30	\$9.40	\$10.00	\$6.80	\$9.10	\$8.90	2.61%
Minnesota Twins	Metrodome	\$9.30	\$8.50	\$8.20	\$9.70	\$10.20	\$9.40	0.15%
MLB Average		\$16.90	\$15.00	\$13.60	\$12.10	\$11.30	\$10.80	8.25%

¹ The Annualized Percentage Change for the Arizona Diamondbacks reflects data from 1998 - 2000. ² The Annualized Percentage Change for the Tampa Bay Devil Rays reflects data from 1998 - 2000. Note: All figures are rounded to the nearest \$0.10 Note2: The Arizona Diamondbacks and the Tampa Bay Devil Rays joined the MLB in 1998.







MLB Ticket Prices

Average Ticket Price Increase

New Ballpark Versus Old Ballpark

Team	Facility	Average Ticket Price Year After Opening	Average Ticket Price Year Prior to Opening	Percentage Change
Atlanta Braves	Turner Field	\$15.50	\$13.10	18%
Baltimore Orioles	Oriole Park at Camden Yards	\$9.70	\$8.48	14%
Chicago White Sox	Comiskey Park	\$10.10	NA	NA
Cleveland Indians	Jacobs Field	\$12.10	\$8.70	39%
Colorado Rockies	Coors Field	\$10.60	\$7.90	34%
Detroit Tigers	Comerica Park	\$24.80	\$12.20	103%
Houston Astros	Enron Field	\$20.00	\$13.30	50%
San Francisco Giants	Pacific Bell Park	\$21.20	\$12.10	75%
Seattle Mariners	SAFECO Field	\$19.00	\$14.90	28%
Texas Rangers	The Ballpark in Arlington	\$12.10	\$8.90	36%
New Ballpark Average		\$15.50	\$10.80	44%

Note: Comiskey Park average ticket price for 1990 is not available.

Note2: Bank One Ballpark and Tropicana Field are not included, as the Diamondbacks and the Devil Rays were new teams at the time of park opening.



Ticket Prices - Key Points

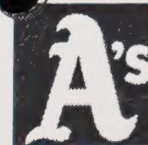
- 2000 average ticket prices:

Oakland Athletics	\$11.40
MLB Average (New Ball Park)	\$15.50
- Average ticket price for Athletics has remained relatively stable over past 5 years due to lagging attendance.
- Average ticket prices increased approximately 45 percent for teams moving into new ballparks.
- Athletics currently retain all revenue derived from tickets, but pay annual rent of \$250,000.
- Teams operating in new ballparks typically retain all ticket revenue and pay a flat rent or rent based on attendance.





Private Suite Inventory and Pricing Recently Built Ballparks



<i>Team</i>	<i>Ballpark</i>	<i>Year Built</i>	<i>Number of Suites</i>	<i>Annual Price per Suite</i>
Cleveland Indians*	Jacobs Field	1994	132	\$40,000 to \$110,000
Texas Rangers	Ballpark in Arlington	1994	129	\$52,000 to \$125,000
Detroit Tigers**	Comerica Park	2000	102	\$90,000 to \$150,000
Chicago White Sox**	Comiskey Park	1991	102	\$65,000 to \$95,000
Milwaukee Brewers**	Miller Park	2001	70	\$85,000 to \$100,000
Seattle Mariners**	Safeco Field	1999	69	\$80,000 to \$145,000
Baltimore Orioles**	Oriole Park at Camden Yards	1992	68	\$75,000 to \$175,000
Arizona Diamondbacks**	Bank One Ballpark	1998	68	\$95,000 to \$125,000
San Francisco Giants**	Pacific Bell Park	2000	67	\$65,000 to \$105,000
Pittsburgh Pirates**	PNC Park	2001	65	\$60,000 to \$175,000
Houston Astros*	Enron Field	2000	63	\$75,000 to \$100,000
Tampa Bay Devil Rays**	Tropicana Field	1990, 1998	63	\$40,000 to \$140,000
Atlanta Braves**	Turner Field	1997	54	\$125,000 to \$200,000
Colorado Rockies**	Coors Field	1995	51	\$77,000 to \$116,000
Average - New Ballparks			79	\$73,143 to \$133,000
Oakland Athletics**			63	\$30,000 to \$65,000

¹ Party suites not included. ² Jacobs Field includes 122 suites, plus 10 dugout suites.

* Tickets not included in price shown. ** Tickets included in price shown.

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Subtotal				95.00
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Item 73	100.00	100	1.00	100.00
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Item 75	100.00	100	1.00	100.00
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Item 86	100.00	100	1.00	100.00
Item 87	100.00	100	1.00	100.00
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KONGA 2018 2019
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Private Suites - Key Points

- New ballparks offer significantly more suites at higher prices.
- Older ballparks, particularly multi-purpose stadiums, do not typically provide the sightlines and modern amenities of new ballpark suites and they do not command high prices.
- The Athletics have 63 private suites ranging in price from \$30,000 to \$65,000 annually.
- The first \$750,000 in private suite revenue is allocated to the Athletics. Remaining private suite revenue is divided equally between Athletics and Coliseum Commission.
- Teams operating in new ballparks typically retain all private suite revenue.
- In some cases, private suite revenue has been used to fund a portion of stadium development costs.

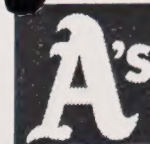
- portion of expected development costs
- in some cases' bus fare rates remain less than rates in rural areas
- bus fare rates
- Transit operating in new regions (especially rural) by bus fare
- between urban and suburban communities
- Transit operating bus fare rates is divided equally
- The first \$1.50'000 in bus fare rates is allocated to the
- \$30'000 to \$60'000 annually
- The urban fare is bus fare rates (including in bus fare
- rates) and they do not consider rural bus fare
- Transit operating bus fare rates and modern amenities of new
- Transit operating bus fare rates (including in bus fare
- Transit operating bus fare rates (including in bus fare

bus fare rates - key points





Club Seat Inventory and Pricing Recently Built Ballparks



<i>Team</i>	<i>Ballpark</i>	<i>Year Built</i>	<i>No. of Club Seats</i>	<i>Price per Seat</i>	
Atlanta Braves*	Turner Field	1997	5,561		\$2,349
Texas Rangers*	Ballpark in Arlington	2000	5,386	\$1,215 to	\$3,240
San Francisco Giants*	Pacific Bell Park	2000	5,300	\$2,656 to	\$2,988
Baltimore Orioles*	Oriole Park at Camden Yards	1992	5,086	\$2,282 to	\$3,335
Houston Astros*	Enron Field	2000	5,000	\$2,016 to	\$2,352
Colorado Rockies*	Coors Field	1995	4,400	\$2,430 to	\$2,592
Seattle Mariners*	Safeco Field	1994	4,400	\$2,754 to	\$2,997
Milwaukee Brewers*	Miller Park	2001	4,150	\$1,944 to	\$2,592
Detroit Tigers*	Comerica Park	2000	3,000	\$4,050 to	\$6,075
Tampa Bay Devil Rays*	Tropicana Field	1998	2,776		\$2,200
Pittsburgh Pirates*	PNC Park	2001	2,500	\$2,430 to	\$12,150
Cleveland Indians**	Jacobs Field	1994	2,064		\$1,865
Chicago White Sox*	Comiskey Park	1991	1,800		\$1,620
Arizona Diamondbacks*	Bank One Ballpark	1998	1,250		\$4,565
Average - New Ballparks			3,762	\$2,420 to	\$3,637
Oakland Athletics			0	\$0 to	\$0

*Ticket included in price(s) shown. **Ticket not included in price(s) shown.



Club Seats - Key Points

- Modern club seats offer excellent sightlines of playing field, restricted access, wider seats, wait staff service, access to a private club, parking privileges and other such amenities.
- Club seats at older ballparks typically do not offer the same level of amenities.
- The Athletics currently have no clubseats.
- Average number of club seats offered at new ballparks is 3,762 and range in price from \$2,420 to \$3,637 per seat per season.
- Athletics must pay Coliseum Commission \$10 per club seat sold and 10 percent of net club seat revenue.
- Teams operating in new ballparks typically retain all club seat revenue.

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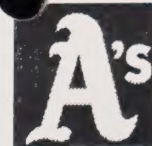
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CINQUE - KEN BOYD





Facility Naming Rights MLB Stadiums



<i>Facility</i>	<i>Company</i>	<i>Professional Tenant</i>	<i>Total Contract</i>	<i>Contract Length</i>
Enron Field	Enron Corporation	Houston Astros	\$100,000,000	30
Great American Ballpark ²	Great American Insurance Co.	Cincinnati Reds	\$75,000,000	30
Comerica Park	Comerica Incorporated	Detroit Tigers	\$66,000,000	30
Bank One Ballpark	Bank One Corporation	Arizona Diamondbacks	\$66,000,000	30
Edison International Field	Edison International	Anaheim Angels	\$50,000,000	20
Pacific Bell Park	Pacific Bell Telephone Company	San Francisco Giants	\$50,000,000	24
Tropicana Field	Tropicana Dole Beverage	Tampa Bay Devil Rays	\$46,000,000	30
Miller Park	Miller Brewing Company	Milwaukee Brewers	\$41,200,000	20
SAFECO Field	SAFECO Corporation	Seattle Mariners	\$36,000,000	20
PNC Park	PNC Bank	Pittsburgh Pirates	\$30,000,000	20
Coors Field	Coors Brewing Company	Colorado Rockies	\$15,000,000	10
Jacobs Field	Jacobs Family	Cleveland Indians	\$13,900,000	20
Average - Ballparks			\$49,092,000	24
Network Associates Coliseum	Network Associates	Athletics, Raiders	\$6,000,000	5

¹ Only single-use MLB Ballparks included (with the exception of Oakland Athletics).

² The Cincinnati Reds continue to play at Cinergy Field until Great American Ballpark opens in 2003.

In 1996, Cinergy Corporation paid \$6 million for a six-year naming rights agreement contract.

Facility Naming Rights

Key Points



- Naming rights are increasingly becoming an important source of additional facility/team income.
- Naming rights have been sold for 11 MLB ballparks.
- Terms of the average naming right agreement is \$49.1 million over 24 years.
- Naming right agreements typically involve a combination of upfront and annual payments in exchange for facility naming rights, advertising signage, promotional opportunities, premium seating, tickets and other commodities.
- In some cases, naming right revenue has been used to fund ballpark development costs.
- The Athletics would receive a percentage of naming rights revenue if sold. Recent discussions with UMAX Corporation for facility naming rights have been reported.
- Teams operating in new ballparks typically retain all or a portion of naming rights revenue.

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KEY POINTS

ESSENTIAL FINDINGS

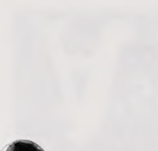


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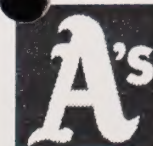


-  **1 Major League Baseball Data**
-  **2 Lease and Cost Summary**
-  **3 Funding and Financial Assessment**
-  **4 Site Analysis**
-  **5 Project Time Schedule**
-  **6 Draft Memorandum**





Club Contribution and Lease Comparison Selected New MLB Ballparks



	<i>Arizona Diamondbacks</i>	<i>Atlanta Braves</i>	<i>Baltimore Orioles</i>	<i>Chicago White Sox</i>	<i>Cleveland Indians</i>	<i>Colorado Rockies</i>
Club Contribution	\$117	\$260	\$24	\$0	\$57	\$42
Gate Receipts/Rent Payment	(1)	(3)	7%	(6)	\$2.95 million (8)	(9)
Surcharge/Admission Fees	-	-	-		-	
Concessions	-	-	7.5% (5)		-	3% (10)
Catering	-	-	3.3% to 4.2%		-	-
Parking	(2)	8.25%	50% net		-	20%
Suites	5%	-	10% net		-	-
Club Seats	5%	-	7.5%		-	-
Advertising	-	-	25% net	(7)	-	-
Naming Rights	\$325,000	(4)	-		-	-

(1) Diamondbacks pay \$1 million base payment to Maricopa County, with an additional 50 cents for each ticket sold above 2 million tickets.

(2) Diamondbacks keep 100% of parking revenues for baseball events, but split parking revenues with Maricopa County for non-baseball events.

(3) Braves pay local sports authority an annual capital fee of \$1 million (1997-2015), and \$1.5 million beginning in 2016. Team also pays authority annual operator's fee of \$500,000.

(4) Braves retain all monies from sale of naming rights (ballpark does not currently have a naming rights agreement), unless fees exceed \$1.5 million, at which time team pays authority first \$250,000 in excess for years 1-10, and 50% of the portion of the excess of \$1.5 million for years 11-20 (capped amount adjusted for inflation).

(5) Orioles pay Maryland Stadium Authority 5% of concession sales on club level, 1.7% of tobacco products, 2.5% each of candy and novelty sales, and 6.67% of cafeteria/deli sales.

(6) White Sox pay no rent until 1.2 million tickets are sold; \$3 per ticket from 1.2 to 2 million tickets; \$1.80 per ticket over 2 million tickets.

(7) White Sox pay Illinois Sports Facilities Authority 35% of proceeds from in-stadium advertising revenue exceeding \$10 million.

(8) Amount noted is paid to Gateway Economic Development Corp. to assist in paying ballpark debt service. Otherwise, Indians pay no rent until: 1.85-2.25 million tickets are sold, Indians pay 75 cents per ticket; 2.25-2.5 million tickets are sold, Indians pay \$1 per ticket; 2.5 million tickets or more are sold, Indians pay 1.25 per ticket.

(9) Denver Metropolitan Major League Baseball District receives 25 cents for every ticket sold between 2 and 2.5 million; 50 cents for every ticket between 2.5 million and 3 million, and \$1 for every ticket sold over 3 million tickets.

(10) District receives this 3% from sales at the brew pub adjacent to the park.

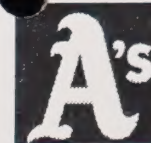
The first part of the report describes the general situation of the company and the results of the survey. The second part contains the detailed results of the survey, including the responses of the employees and the management. The third part discusses the implications of the survey results and the recommendations for the company.

Category	Response	Percentage	Response	Percentage	Response	Percentage
Overall	100	100	100	100	100	100
Management	85	85	85	85	85	85
Employees	75	75	75	75	75	75
Customers	65	65	65	65	65	65
Suppliers	55	55	55	55	55	55
Partners	45	45	45	45	45	45
Competitors	35	35	35	35	35	35
Regulators	25	25	25	25	25	25
Other	15	15	15	15	15	15

The results of the survey show that the company is generally well-regarded by its stakeholders. However, there are some areas where the company needs to improve, such as its relationship with its suppliers and its response to its competitors. The company should focus on these areas to improve its overall performance.



Club Contribution and Lease Comparison Selected New MLB Ballparks



	<i>Detroit Tigers</i>	<i>Houston Astros</i>	<i>San Francisco Giants</i>	<i>Seattle Mariners</i>	<i>Tampa Bay Devil Rays</i>	<i>Texas Rangers</i>
Club Contribution	\$145	\$88	\$306	\$145	\$22	\$48
Gate Receipts/Rent Paymen	(11)	\$4.6 million (12)	\$1.2 million	\$700,000 (13)	(14)	\$2 million (16)
Surcharge/Admission Fees	-	-	-	-	-	\$1.00
Concessions	-	-	-	-	-	-
Catering	-	-	-	-	-	-
Parking	-	-	-	-	-	-
Suites	-	-	-	-	-	5% (17)
Club Seats	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Naming Rights	-	-	-	-	(15)	-

(11) City of Detroit Downtown Development Authority retains all ticket sale revenues, plus \$1.00 per year for the duration of 35-year lease, then \$1 million for each option year following.

(12) Non-relocation agreement requires Astros to pay Houston Sports Authority \$250 million in liquidated damages should Astros move prior to 30-year lease expiration.

(13) Mariners pay \$700,000 base rent plus 10% of net operating profits (profit-sharing), plus 5% of gross ticket revenues are paid to a capital fund. Additionally, if there is a sale of at least 80% of the team, 20% of the net profit realized by the team sale would be paid to the Washington State Facilities District (not to exceed \$20 million).

(14) Team pays City of St. Petersburg 50 cents for each ticket sold for any event. If attendance for regular season baseball games exceeds 3.3 million people, Devil Rays pay the City 75 cents per ticket for each ticket sold above 3.3 million. In addition, for each year of the lease following the first three years, the City pays the Devil Rays a \$4.2 million per year management fee.

(15) Naming rights are distributed as follows: First \$800,000 goes to Devil Rays; next \$250,000 to a capital account; next \$500,00 split 50% to team, 50% to city; for any amount over \$1.55 million, team retains 85%, city retains 15%.

(16) In addition to \$2 million annual rent payment, Rangers must pay the City of Arlington another \$1.5 million in rent until bond obligations are satisfied.

The following table shows the results of the survey conducted in the year 2000. The data is presented in a table format with columns for the different categories and rows for the specific items. The table is organized into two main sections: the first section contains the names of the items, and the second section contains the corresponding numerical values. The data is presented in a clear and concise manner, allowing for easy comparison and analysis.

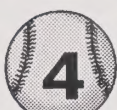
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Item 4	250	350	450	550	650	750
Item 5	300	400	500	600	700	800
Item 6	350	450	550	650	750	850
Item 7	400	500	600	700	800	900
Item 8	450	550	650	750	850	950
Item 9	500	600	700	800	900	1000
Item 10	550	650	750	850	950	1050
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Item 17	900	1000	1100	1200	1300	1400
Item 18	950	1050	1150	1250	1350	1450
Item 19	1000	1100	1200	1300	1400	1500
Item 20	1050	1150	1250	1350	1450	1550

Selected new high performance
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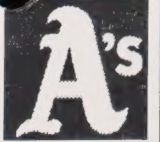
- (1) Daily Memorandum
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New Ballpark Cost - (\$000's)



Open Air Ballparks

Facility	Team	Year Built	Construction ²	Other Costs ³	Total Historical	2001 Inflated
					Costs	Costs ⁴
Turner Field	Atlanta Braves	1997	\$234	\$26	\$260	\$284
Oriole Park at Camden Yards	Baltimore Orioles	1992	\$114	\$120	\$234	\$293
Comiskey Park	Chicago White Sox	1991	\$170	\$29	\$199	\$256
Great American Ballpark	Cincinnati Reds	2003	\$300	\$33	\$333	\$333
Jacobs Field	Cleveland Indians	1994	\$141	\$58	\$212	\$251
Coors Field	Colorado Rockies	1995	\$216	\$15	\$231	\$266
Comerica Park	Detroit Tigers	2000	\$225	\$55	\$280	\$285
New Phillies Ballpark ⁴	Philadelphia Phillies	2004	\$305	\$41	\$346	\$346
PNC Park	Pittsburgh Pirates	2001	\$209	\$52	\$261	\$261
Ballpark for San Diego	San Diego Padres	2002	\$285	\$172	\$457	\$457
Pacific Bell Park	San Francisco Giants	2000	\$298	\$8	\$306	\$312
Ballpark in Arlington	Texas Rangers	1994	\$154	\$38	\$192	\$227
Average			\$221	\$54	\$276	\$298

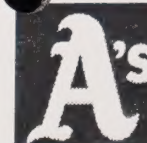
¹ Costs for ballparks scheduled to open after 2001 are preliminary.

² Construction costs include both soft costs (consulting, engineering) and actual construction costs.

³ Other costs includes land and infrastructure required for park construction.

⁴ The appropriate inflation factor for each specific year was utilized.

New Ballpark Cost - (\$000's)



Ballparks w/ Retractable Roofs

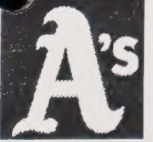
Facility	Team	Year Built	Construction ²	Other Costs ³	Total Historical	2001 Inflated
					Costs	Costs
Bank One Ballpark	Arizona Diamondbacks	1998	\$306	\$48	\$354	\$381
Enron Field	Houston Astros	2000	\$243	\$37	\$280	\$285
Miller Park	Milwaukee Brewers	2001	\$250	\$72	\$322	\$322
Safeco Field	Seattle Mariners	1999	\$484	\$34	\$517	\$544
Average			\$321	\$48	\$368	\$383

¹ Costs for ballparks scheduled to open after 2001 are preliminary.

² Construction costs include both soft costs (consulting, engineering) and actual construction costs.

³ Other costs includes land and infrastructure required for park construction.

⁴ The appropriate inflation factor for each specific year was utilized.



Ballpark Costs - Key Points

- Average open-air ballpark cost including construction, soft, infrastructure and land costs is approximately \$298 million in 2001 dollars.
- Costs associated with retractable roof ballparks are significantly higher, costing an average of \$376 million in 2001 dollars.
- On average, the public sector has paid 71 percent of ballpark costs and the private sector has paid 29 percent of ballpark costs.

SUMMARY

Open vs. Retractable Ballparks



Averages for Comparable Parks

Open Air Ballparks

- 50% built since 2000
- Average costs for comparable parks: **\$258 million**

Retractable Ballparks

- 100% built since 1998
- Average costs for comparable parks: **\$383 million**

- 2000-2001 2000-2001 2000-2001
- 2000-2001 2000-2001 2000-2001

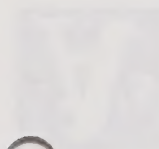
2000-2001 2000-2001 2000-2001

- 2000-2001 2000-2001 2000-2001
- 2000-2001 2000-2001 2000-2001

2000-2001 2000-2001 2000-2001

2000-2001 2000-2001 2000-2001

2000-2001 2000-2001 2000-2001









Economic Analysis

Estimated Statement of Operations – Base Scenario

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Average Paid Attendance	38,000	38,000	35,000	35,000	33,000
General Admission Ticket Price	\$17.00	\$17.85	\$18.74	\$19.68	\$20.66
Revenue					
Gate receipts	\$58,012,000	\$60,682,000	\$58,691,000	\$61,413,000	\$60,773,000
Private suite premiums	4,680,000	4,820,000	4,965,000	5,114,000	5,267,000
Club seat premiums	3,600,000	3,708,000	3,819,000	3,934,000	4,052,000
Concessions, net	12,638,000	13,017,000	12,306,000	12,675,000	12,276,000
Novelties, net	1,279,000	1,318,000	1,250,000	1,288,000	1,250,000
Catering, net	338,000	348,000	358,000	369,000	380,000
Parking, net	2,031,000	2,091,930	2,154,687	2,219,328	2,285,908
Central Fund, net	25,000,000	25,750,000	28,623,000	30,626,000	32,770,000
Television broadcast rights	4,000,000	4,120,000	4,244,000	4,371,000	4,502,000
Cable broadcast rights	8,000,000	8,240,000	8,487,000	8,742,000	9,004,000
Radio broadcast rights	2,000,000	2,060,000	2,122,000	2,185,000	2,251,000
Licensing	2,500,000	2,575,000	2,652,000	2,732,000	2,814,000
Advertsing / sponsorships	5,000,000	5,150,000	5,305,000	5,464,000	5,628,000
Gross Revenues	129,078,000	133,879,930	134,976,687	141,132,328	143,252,908
Non-Game Revenues	100,000	103,000	106,090	109,273	112,551
Total Revenue	129,178,000	133,982,930	135,082,777	141,241,601	143,365,459

(1) Parking Revenues @ 9,500 spaces @ \$8 for 81 games(33% of gross)

(2) \$1.50 surcharges per ticket (3) 20 year 7 3/4% rate (4) Possible Reduction in Capital Expenses





Economic Analysis

Estimated Statement of Operations – Base Scenario

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Expenses					
Major league	72,500,000	76,000,000	76,000,000	80,000,000	81,000,000
Minor and instructional league	7,000,000	7,200,000	7,400,000	7,600,000	7,900,000
Scouting	8,000,000	8,200,000	8,500,000	8,700,000	9,000,000
Business operations	6,000,000	6,200,000	6,400,000	6,600,000	6,800,000
Administration	10,000,000	10,300,000	10,600,000	10,900,000	11,300,000
Stadium operations / game day	10,000,000	10,300,000	10,600,000	10,900,000	11,300,000
Rent	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Ticket surcharge allocated to Capital Reserve	3,230,000	2,270,000	0	0	0
Ticket surcharge allocated to Redevelopment Agency	0	0	3,230,000	3,230,000	3,230,000
Ticket surcharge allocated to SCSA ²	1,615,000	2,575,000	1,615,000	1,615,000	1,615,000
Possessor Int.	1,200,000	1,236,000	1,273,080	1,311,272	1,350,611
Utility Charge ^{(3) (4)}	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Naming offset	-1,666,666	-1,666,666	-1,666,666	-1,666,666	-1,666,666
Total Expenses	127,128,334	131,864,334	133,201,414	138,439,606	141,078,945
Net Operating Income	\$2,049,666	\$2,118,596	\$1,881,363	\$2,801,995	\$2,286,514
Net Cash Flow	\$2,049,666	\$2,118,596	\$1,881,363	\$2,801,995	\$2,286,514

(1) Parking Revenues @ 9,500 spaces @ \$8 for 81 games(33% of gross)

(2) \$1.50 surcharges per ticket (3) 20 year 7 3/4% rate (4) Possible Reduction in Capital Expenses

Particulars	Year 1990-91				
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total
1. Salaries and wages	1000	1200	1100	1300	4600
2. Fuel and transport	500	600	550	700	2350
3. Food and lodging	300	400	350	500	1550
4. Medical and dental	100	150	120	200	570
5. Entertainment	50	100	80	150	380
6. Telephone	20	30	25	40	115
7. Postage	10	20	15	30	75
8. Office supplies	10	20	15	30	75
9. Travel	50	100	80	150	380
10. Miscellaneous	50	100	80	150	380
Total	2090	2600	2370	3100	10160



Santa Clara Stadium

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PROJECT MANAGEMENT INFORMATION

DATE

7/1/01

PROJECT LOCATION

Tasman @ Great America

DEVELOPER

Santa Clara Stadium Authority

VERSION

3

LAND & BUILDING

NET USABLE ACRES

20

SQUARE FOOTAGE

871200

SEAT NUMBER

45,000

CHARTER SEATS

20000

NUMBER OF PARKING SPACES

4500

SCHEDULES

Phase II Approval

Phase III Approval

CONSTRUCTION START

SHELL COMPLETION

CONSTRUCTION START

3/31/02

HARD COSTS

45,000 SEAT STADIUM

\$180,000,000

PLANS \$ FEES

\$9,000,000

PRE- ADMINISTRATIVE COSTS

\$500,000

PARTICIPATING FUND

\$12,500,000

PARKING STRUCTURE

\$20,000,000

PEOPLE MOVER

\$5,000,000

OFF SITE IMPROVEMENTS

\$20,000,000

ON SITE IMPROVEMENTS

\$10,000,000

MISC. FEES

\$5,000,000

1970-1971

1970-1971

1970-1971

1971-1972

1971-1972

1972-1973

1972-1973

1973-1974

1973-1974

1974-1975

1974-1975

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1993-1994

1993-1994

1994-1995

1994-1995

1995-1996

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1970-1971

1971-1972

1972-1973

1973-1974



Santa Clara Stadium

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FUNDING CHART

Redevelopment Funds

Parking	\$20,000,000	Convention Center
People Mover	\$5,000,000	Convention Center
On & Off Sites	\$30,000,000	

Participating Funds

Electrical	\$10,000,000
Water & Sewer	\$2,500,000
Misc.	\$0

Capital Cash Sources

Naming Rights Cash	\$50,000,000	Deferred	\$50,000,000
Seating Rights	\$60,000,000	Amortized @ 30 years	
Concession	\$15,000,000		

Summary Total	\$192,500,000
---------------	---------------

Loan Balance Summary	\$69,500,000
----------------------	--------------

Interest Carry	\$12,510,000	24	months	9%
----------------	--------------	----	--------	----

Total Loan Amount	\$82,010,000	\$274,510,000	Total Costs
-------------------	--------------	---------------	-------------

The following table

Table 1

Table 2

Table 3

Table 4

Table 5

Table 6

Table 7

Table 8

Table 9

Table 10

Table 11

Table 12

Table 13

Table 14

Table 15

Table 16

Table 17

Table 18

Table 19

Table 20

Table 21

Table 22

Table 23

Table 24

Table 25

Table 26

Table 27

Table 28

Table 29

Table 30

Table 31

Table 32

Table 33

Table 34

Table 35

Table 36

Table 37

"Continued"

The Journal of the American Medical Association



Santa Clara Stadium

"Confidential"



BOND AMOUNT

TABLE DATA

Loan amount:	\$82,010,000	Table starts at date:	
Annual interest rate:	7.75%	or at payment number:	1
Term in years:	30		
Payments per year:	12		
First payment due:	3/31/00		

PERIODIC PAYMENT

Entered payment:	
Calculated payment:	\$587,529.68

CALCULATIONS

Use payment of:	\$587,529.68	Beginning balance at payment 1:	82,010,000
1st payment in table: 1		Cumulative interest prior to payment 1:	0.00

Table

No.	Payment Date	Beginning Balance	Interest	Principal	Ending Balance	Cumulative Interest
1	7/1/01	82,010,000	529,648	57,882	81,952,118	529,648

Santa Clara Stadium

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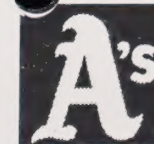
ITEM	YEAR 1	2	3	4	5
Attendance	38000	38000	35000	35000	33000
Gross Revenue	\$129,078,000	\$133,879,930	\$134,976,687	\$141,132,328	\$143,252,908
Non-Game Revenue	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551
Total Revenue	\$129,178,000	\$133,982,930	\$135,082,777	\$141,241,601	\$143,365,459
Major League	72,500,000	76,000,000	76,000,000	80,000,000	81,000,000
Minor League	7,000,000	7,200,000	7,400,000	7,600,000	7,900,000
Scouting	8,000,000	8,200,000	8,500,000	8,700,000	9,000,000
Business Operation	6,000,000	6,200,000	6,400,000	6,600,000	6,800,000
Administration	10,000,000	10,300,000	10,600,000	10,900,000	11,300,000
Stadium/Game day	10,000,000	10,300,000	10,600,000	10,900,000	11,300,000
Rent Debt service	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Possessor Int.	1,200,000	1,236,000	1,273,080	1,311,272	1,350,611
SCSA Surcharge (2)	4,845,000	4,845,000	4,845,000	4,845,000	4,845,000
Utility Charge (3)(4)	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Naming offset	-1,666,666	-1,666,666	-1,666,666	-1,666,666	-1,666,666
Total Oper. Expense	\$127,128,334	\$131,864,334	\$133,201,414	\$138,439,606	\$141,078,945
Net Income	\$2,049,666	\$2,118,596	\$1,881,363	\$2,801,994	\$2,286,514
	\$0	\$0	\$0	\$0	\$0
TOTALS	\$2,049,666	\$2,118,596	\$1,881,363	\$2,801,994	\$2,286,514

Deal Points: No General Fund Monies from City of Santa Clara, No Election, Redevelopment Funds for Parking Structure, Redevelopment Funds for People Mover, Redevelopment Funds for On & Off Site Improvements, Possible City participation for Utilities, City to differ revenues for two years to establish Capital fund.

(1) Parking Revenues @ 9,500 spaces @ \$8 for 81 games(33% of gross) (2) \$1.50 surcharges per ticket (3) 20 year 7 3/4% rate (4) Possible Reduction in Capital Expenses

Public versus Private Financing

Recently Built MLB Ballparks (\$000's)



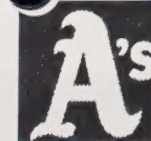
Team	Ballpark	Year Opened	Private Contribution (Millions)	Total Ballpark Construction Cost	
				(Millions)	% of Total
Atlanta Braves	Turner Field	1997	\$260	\$234	111%
San Francisco Giants	Pacific Bell Park	2000	\$306	\$298	103%
Minnesota Twins ¹	New Twins Ballpark	2005	\$250	\$290	86%
Detroit Tigers	Comerica Park	2000	\$145	\$225	64%
Boston Red Sox ¹	New Red Sox Ballpark	2005	\$350	\$590	59%
Philadelphia Phillies	New Phillies Ballpark	2004	\$172	\$305	56%
San Diego Padres	Ballpark for San Diego	2002	\$153	\$285	54%
Seattle Mariners	SAFECO Field	1999	\$145	\$351	41%
Houston Astros	Enron Field	2000	\$88	\$230	38%
Arizona Diamondbacks	Bank One Ballpark	1998	\$117	\$306	38%
Cleveland Indians	Jacobs Field	1994	\$57	\$154	37%
Florida Marlins ^{1,3}	New Marlins Ballpark	2004	\$139	\$385	36%
Milwaukee Brewers	Miller Park	2001	\$90	\$250	36%
Texas Rangers	Ballpark in Arlington	1994	\$48	\$154	31%
Pittsburgh Pirates	PNC Park	2001	\$48	\$209	23%
Baltimore Orioles	Oriole Park at Camden Yards	1992	\$24	\$114	21%
Colorado Rockies	Coors Field	1995	\$42	\$216	19%
Tampa Bay Devil Rays ²	Tropicana Field	1990, 1998	\$22	\$166	13%
Cincinnati Reds	Great American Ballpark	2003	\$28	\$300	9%
Chicago White Sox	Comiskey Park	1991	\$0	\$170	0%
Average			\$124	\$262	44%

¹ Due to inavailability of the breakdown of future ballpark costs, "construction costs" for the Twins, Red Sox, and Marlins ballparks represents entire cost of the proposed new ballpark.

² For Tropicana Field, the amount listed under "construction costs" refers to the total construction portion of the facility, including both the original construction in 1990 (100% publicly funded), and the 1998 renovation (financed by public and private funds).

³ Marlins' contribution is based upon the present value of a payment of \$6 million per year for 40 years. In addition to this, the proposed financing package requires the team to collect a 4% ticket surcharge for remittal to Miami-Dade County.

Preliminary Ballpark Funding Sources



Sources:

Team Payments	
Flat rent	\$82,010,000(1)
Participating Fund	55,000,000
Participating Fund II	12,500,000
Naming Rights	50,000,000
Seat Charters	60,000,000(2)
Concession build-out	<u>15,000,000</u>
Total	<u>\$274,510,000</u>

Uses:

Stadium hard/soft costs	\$237,000,000
Parking structure	\$20,000,000
Miscellaneous/Contingency-reserve fees	\$5,000,000
Interest	<u>\$12,510,000</u>
Total	<u>\$274,510,000</u>

1. Based on a flat rent payment of \$8 million annually. Present value based on 25 year term and 8 percent interest rate.
2. Based on 20,000 seat charters at an average price of \$3,000.



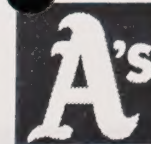
Stadium Economic Impact



- Economic Impacts Directly through jobs , capital spending, and capital maintenance.
- Economic Impact on Annual Club Revenue (Income and expenditures)
- Secondary Revenues sources from Spending Sources other than direct payroll.
- Fiscal Impact relating to tax revenues to the City of Santa Clara

ECONOMIC ANALYSIS

Santa Clara & surrounding communities



Source		ANNUAL Santa Clara Revenues	ANNUAL Surrounding Revenues	ANNUAL Taxes Revenues
Lodging	(300 units per event day) 75% *	\$2.7 mil		\$217,000
			\$450K	\$72,333
Food & Beverage	\$12.04	\$26 mil		NA
	\$27.34		\$19.6 mil	NA
Retail		\$15.6 mil		\$470,651
			\$8 mil	\$258,429
Ground Transportation		\$5.5 mil		\$62,120
Entertainment		\$7.5 mil		\$23,114
Other		\$6.2 mil		\$19,210
New Ballpark Totals		\$60.8 mil	\$47.2 mil	\$1,122,857

* NOTE: Ave per person/3 per family ave.

Note: Indirect & Induced Income Tax \$8,250,000

Note2: Indirect & Direst Income from services & salaries \$132,000,000



Major Assumptions

2000 Dollars



	<u>Oakland</u>	<u>Santa Clara</u>
Average Paid Attendance	20,200	38,000
Ticket Price	\$11.40	\$15.18 (5)
Concessions - general admission	\$5.00	\$7.00
Concessions - club seat	\$8.00	\$10.00
Concessions - private suite	\$15.00	\$18.00
Novelty	\$1.00	\$1.00
Parking	\$5.00	\$8.00 (6)
Private suites		
Number	63	80
Price	\$49,500	\$64,000
Percent leased	40%	90%
Club seats		
Number	0	4,000
Price	\$1,620	\$1,220
Percent leased	80%	80%
Lease Terms		
Gate receipts / rent	100.0% (1)	100.0% (7)
Concessions, net	100.0%	100.0%
Novelties, net	100.0%	100.0%
Parking, net	100.0% (2)	100.0%
Private suites	100.0% (3)	100.0%
Club seats	100.0% (4)	100.0%
Advertising	100.0%	100.0%
Television and radio	100.0%	100.0%
Fixed expenses	0.0%	100.0%

- (1) Athletics retain all revenue derived from ticket sales and pay the Commission an annual facility rental fee of \$250,000.
- (2) Athletics pay the Commission \$100,000 for parking rights.
- (3) The first \$750,000 in private suites revenue is allocated to the Athletics. The remaining private suite revenue is divided equally between the Athletics and the Commission.
- (4) The Athletics pay to the Commission \$10 for each club seat sold. In addition, the Athletics pay the Commission 10 percent of net club seat revenue.
- (5) Ticket price includes a \$1.50 ticket surcharge.
- (6) Parking charge includes a \$2.00 parking surcharge.
- (7) It is assumed the Athletics would pay \$8 million annually in facility rental fees.

Change.



Bonding Analysis

We have met with our bond consultants – Prager, McCarthy & Seally and they prepared to proceed with ...

I. Bond Fund

- A. Funding with A's as principal guarantor**
- B. Specific language with no recourse**
- C. No direct or indirect city general fund liability in the event of default**

OR

II. Bond Fund

- A. Funding with A's as principal guarantor**
- B. Secondary guarantees of funds (naming rights)**
- C. Incremental support in the event of default**
- D. Default insurance premium guarantees full payment**
- E. No direct or indirect city general fund liability in the event of default**

of the

- E. No direct or indirect effect of the treatment on the outcome.
- D. The treatment has a direct effect on the outcome.
- C. The treatment has an indirect effect on the outcome.
- B. The treatment has a direct effect on the outcome, but the effect is not statistically significant.
- A. The treatment has no effect on the outcome.

II. **Conclusion**

NO

of the

- C. No direct or indirect effect of the treatment on the outcome.
- B. The treatment has a direct effect on the outcome, but the effect is not statistically significant.
- A. The treatment has no effect on the outcome.

I. **Conclusion**

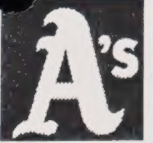
... the reason of the treatment effect is not clear.

The results of the study suggest that the treatment has a direct effect on the outcome.

Statistical Analysis



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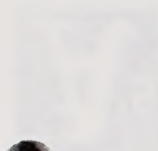
-  **1 Major League Baseball Data**
-  **2 Lease and Cost Summary**
-  **3 Funding and Financial Assessment**
-  **4 Site Analysis**
-  **5 Project Time Schedule**
-  **6 Draft Memorandum**

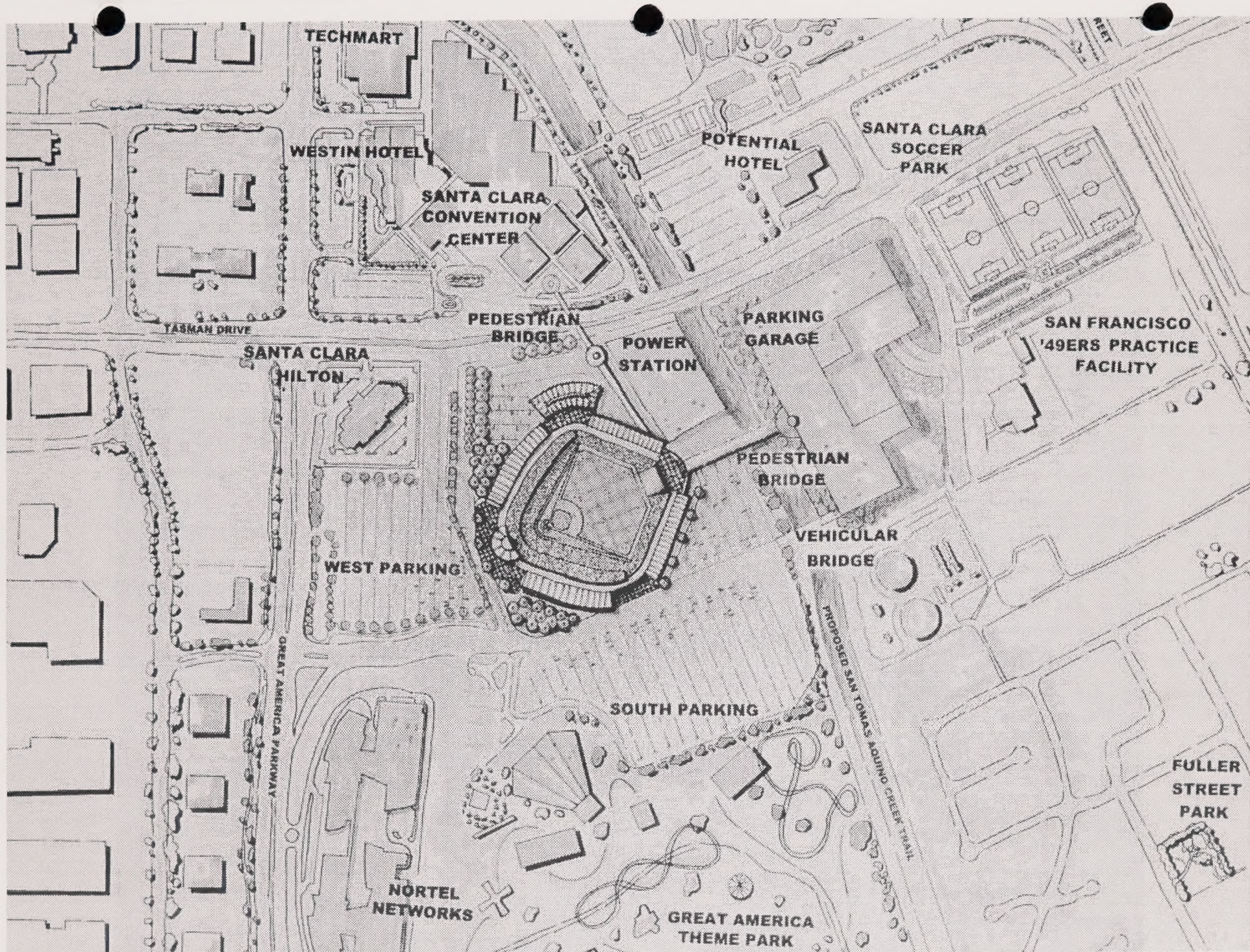




- (1) Data Requirements
- (2) Project Time Schedule
- (3) Site Analysis
- (4) Funding and Financial Assessment
- (5) Fees and Cost Summary
- (6) Major Feasible Research Data

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TECHMART

WESTIN HOTEL

SANTA CLARA
CONVENTION
CENTER

POTENTIAL
HOTEL

SANTA CLARA
SOCCER
PARK

TASMAN DRIVE

SANTA CLARA
HILTON

PEDESTRIAN
BRIDGE

POWER
STATION

PARKING
GARAGE

SAN FRANCISCO
'49ERS PRACTICE
FACILITY

PEDESTRIAN
BRIDGE

VEHICULAR
BRIDGE

WEST PARKING

SOUTH PARKING

PROPOSED SAN TOMAS AQUINO CREEK TRAIL

FULLER
STREET
PARK

NORTEL
NETWORKS

GREAT AMERICA
THEME PARK



CITY OF SANTA CLARA BASE MAP

CALIFORNIA

NOT COUNTING CITY OF SANTA CLARA OWNED / LEASED FACILITIES, THERE ARE 42,187 PARKING SPACES WITHIN A MILE RADIUS OF THE PROPOSED CITY OF SANTA CLARA / GREAT AMERICA BALLPARK SITE.

GRID 3-10

- CONVENTION CENTER PARKING STRUCTURE
- SANTA CLARA BUSINESS / INDUSTRIAL PARKS BETWEEN GREAT AMERICA PARKWAY, MT. VIEW / ALVISO ROAD, AND PATRICK HENRY (8,550+ PARKING SPACES)
- VERIFONE, AT CORNER OF TASMAN BLVD. AND GREAT AMERICA PARKWAY (547 PARKING SPACES)

GRID 2-10

- BUSINESS / INDUSTRIAL PARKS BETWEEN 237 FREEWAY AND TASMAN BLVD. (10,175+ PARKING SPACES)

GRID 2-9

- SANTA CLARA BUSINESS / INDUSTRIAL PARKS BETWEEN MISSION COLLEGE BLVD., THE CALABAZAS CREEK, AND OLD IRONSIDE ROAD (1,000+ PARKING SPACES)

GRID 3-9

- MISSION COLLEGE (1,900+ PARKING SPACES)
- SANTA CLARA INDUSTRIAL / BUSINESS PARKS BETWEEN MISSION COLLEGE BLVD. AND GREAT AMERICA PARKWAY (5,945+ PARKING SPACES)
- SAY NETWORKS / BUSINESS PARK, AT CORNER OF MISSION COLLEGE BLVD. AND GREAT AMERICA PARKWAY (1,000+ PARKING SPACES)

GRID 4-8

- BETWEEN MISSION COLLEGE BLVD. AND 101 (BAYSHORE) FREEWAY (7,300+ PARKING SPACES)
- BETWEEN MISSION COLLEGE BLVD. AND THE BACK OF THE GREAT AMERICA AMUSEMENT PARK (4,500+ PARKING SPACES)

GRID 4-10

- GREAT AMERICA OVERFLOW / PROPOSED PARKING STRUCTURE
- CONVENTION CENTER OVERFLOW PARKING LOT (UN-PAVED)
- POSSIBILITY OF LAND NEAR HETCH HETCHY
- SANTA CLARA INDUSTRIAL / BUSINESS PARKS - AT THE CORNER OF TASMAN / LAFAYETTE TO CALLE DE SOL (1,550+ PARKING SPACES)

1,000 FEET
PARKING SPACES:
11,500 +

2,000 FEET
PARKING SPACES:
10,200 +

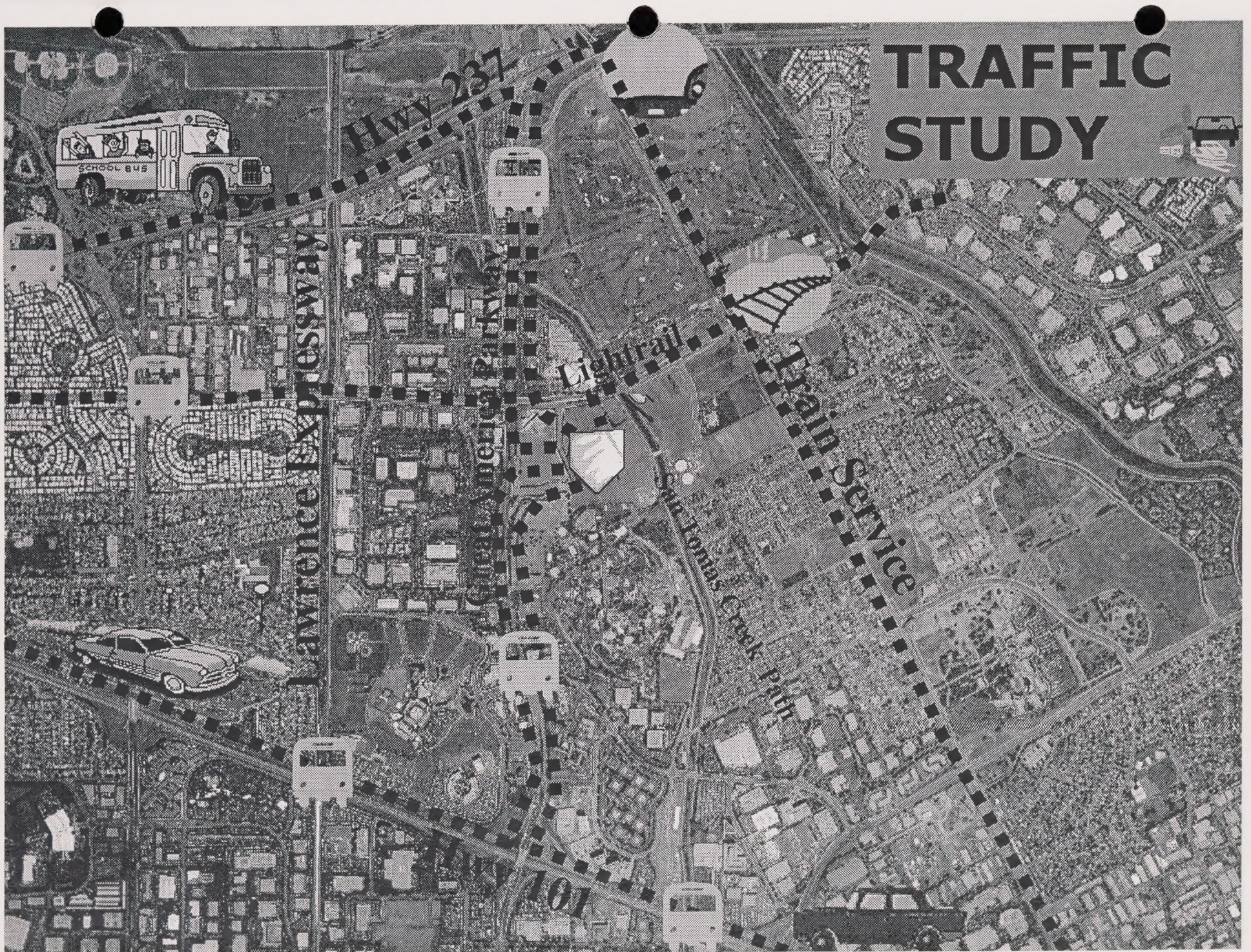
3,000 FEET
PARKING SPACES:
13,787 +

4,000 FEET
PARKING SPACES:
6,700 +

1 MILE
TOTAL PARKING SPACES:
42,187 +

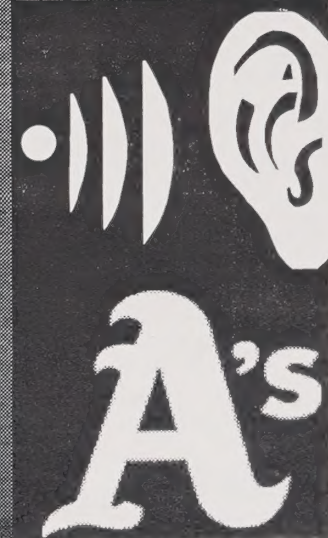
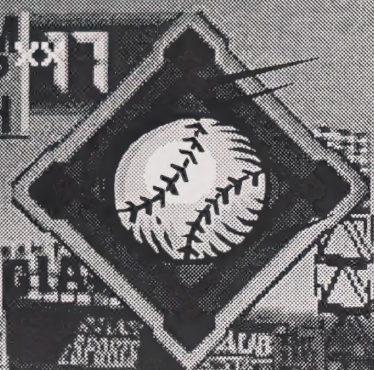
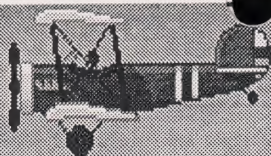


TRAFFIC STUDY



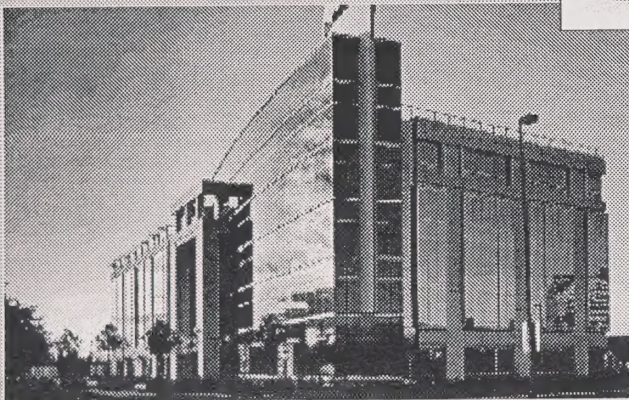
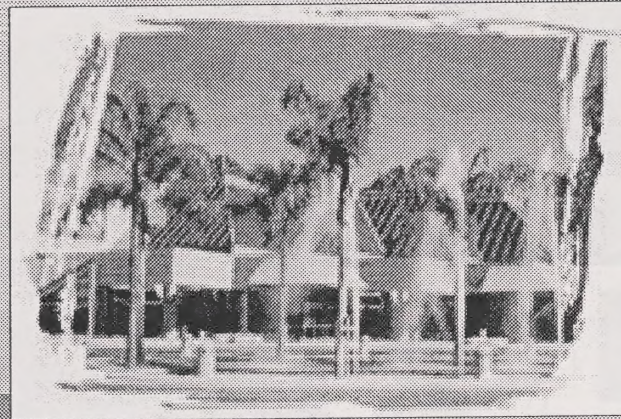
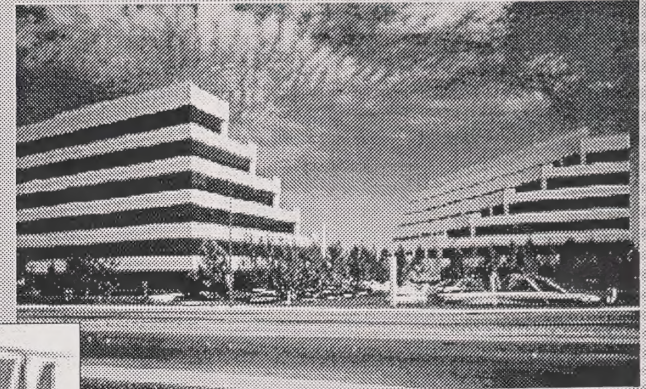


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SITE IMPACT

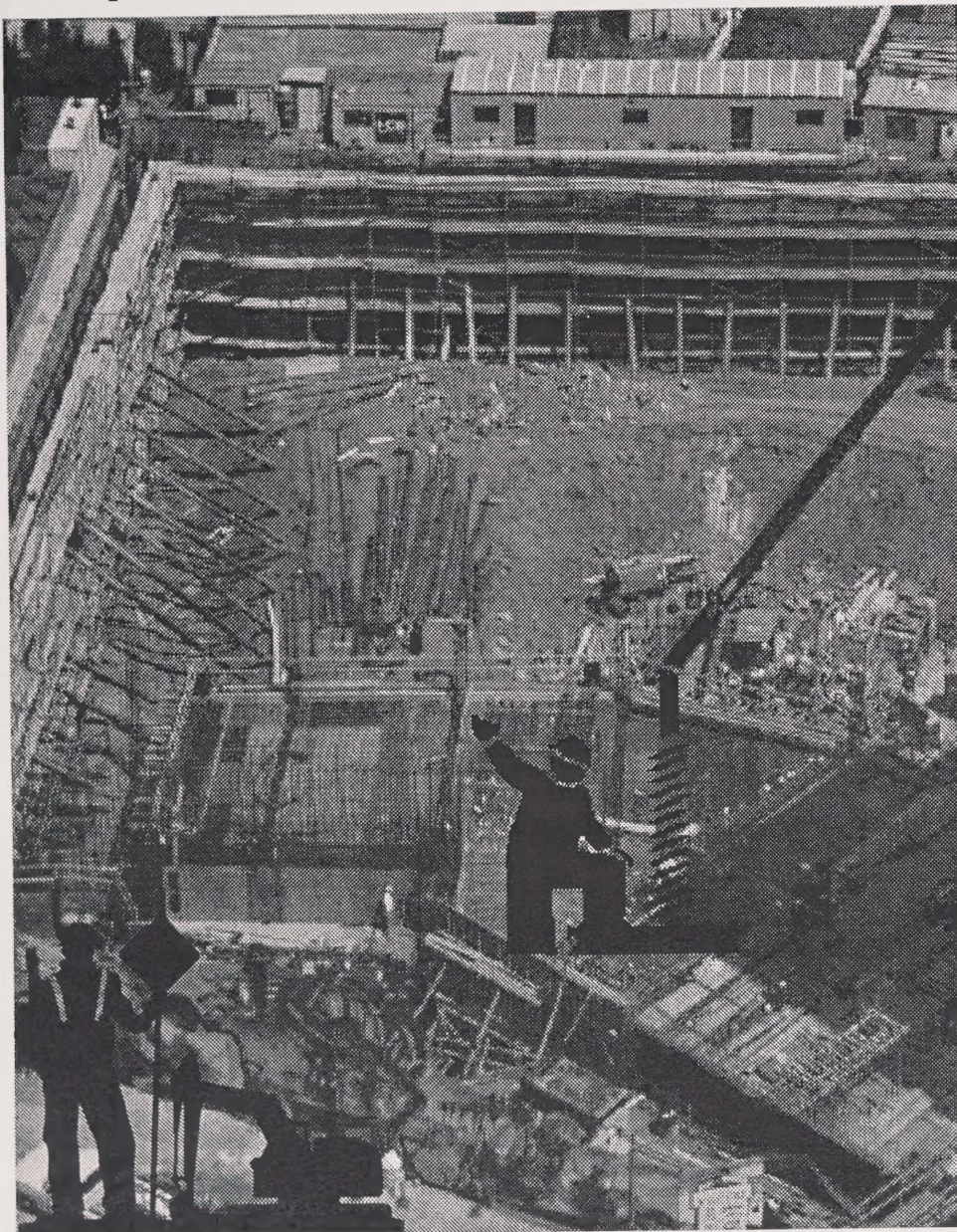




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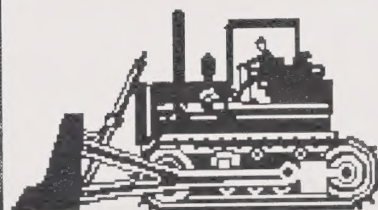
INFRASTRUCTURE



UNDER



CONSTRUCTION





Equity in Stadium



1. Management:

Years One (1) through Thirty-five (35) Santa Clara Stadium Association

2. Ownership:

For Years Thirty-six through the life of the Stadium 50% Redevelopment Agency of the City of Santa Clara and 50% to the A's parent company.

country

of 2000. China and 2002 to the 1/2 billion

growth 20% (1990-2000) and 1/2 billion

for 2000. China and 2002 to the 1/2 billion

3. Conclusion

China's economic development

China's (1) and 2002 to the 1/2 billion

4. References

growth in 2000

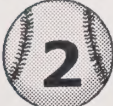






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- ⑤ Rates and Cost Summary
- ⑥ Major Design Considerations

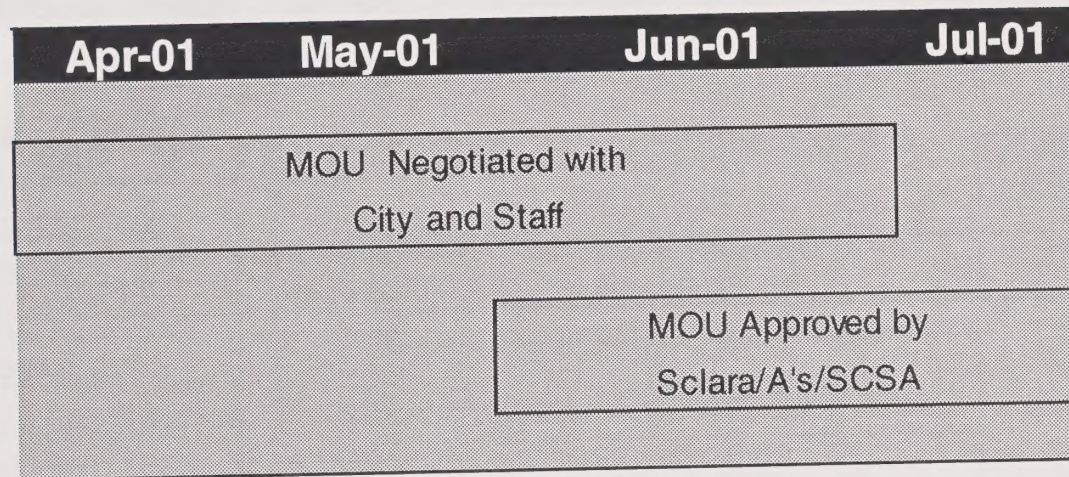
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Project Time Schedule



PHASE I



Phase I

Phase II

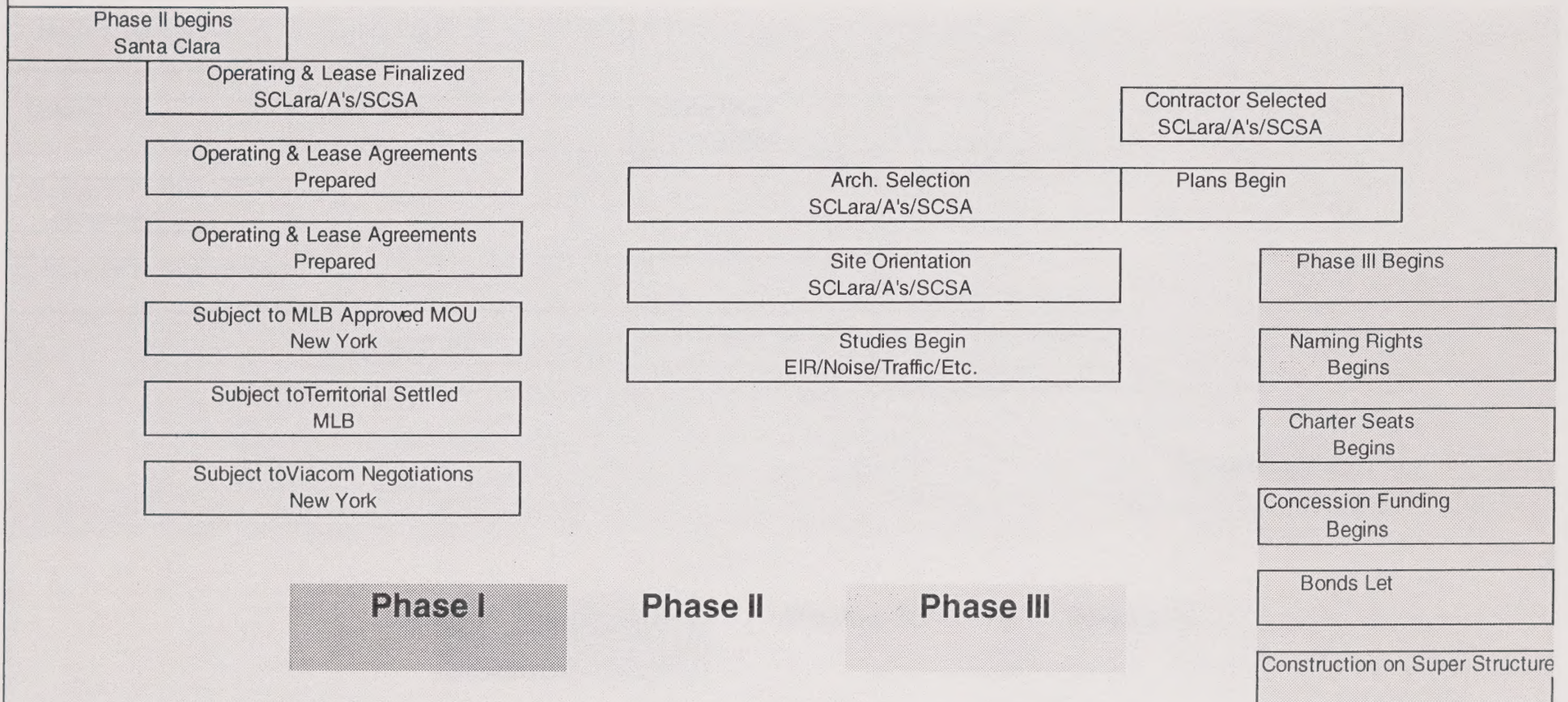
Phase III

Project Time Schedule



PHASE II & III

Aug-01 Nov-01 Dec-01 Jan-01 Feb-02 Mar-02 Apr-02 May-02 Jun-02 Jul-02 Aug-02

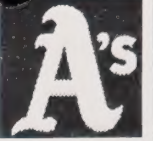




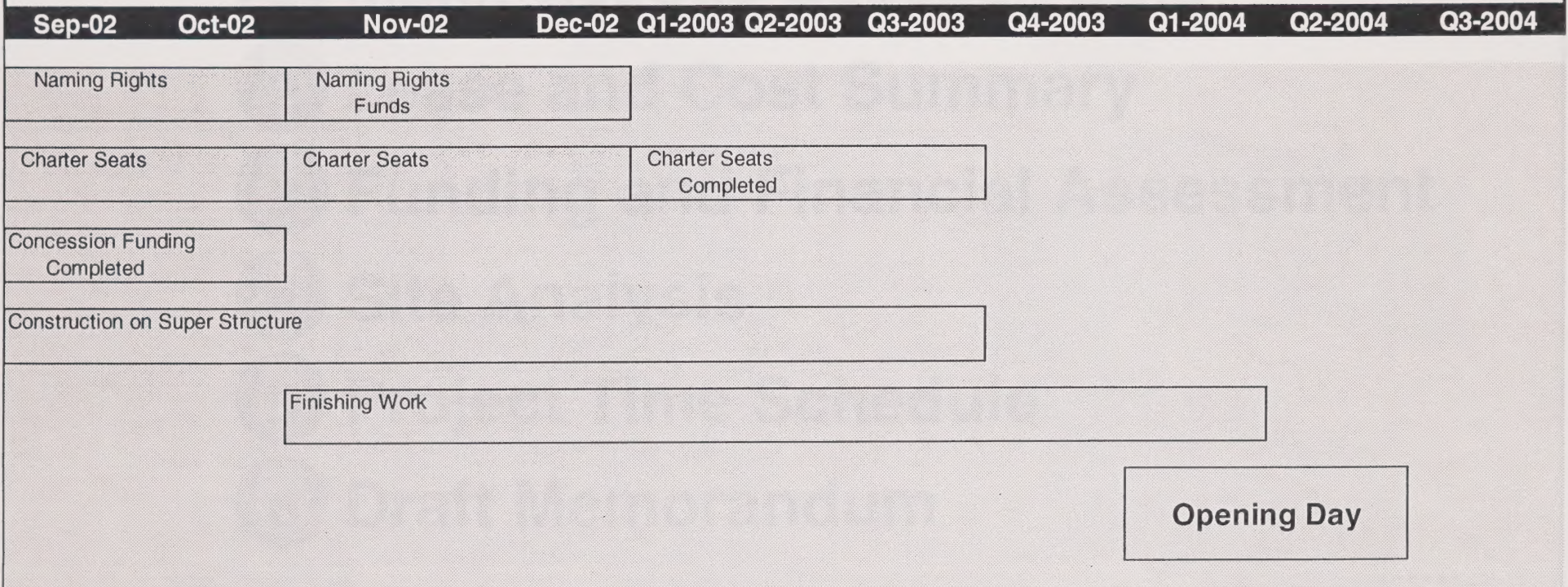
PHASE II & III

Project Time Schedule

Project Time Schedule



PHASE III



Phase I

Phase II

Phase III

PROJECT NAME

DATE

BY

REVISION

PROJECT DESCRIPTION

PROJECT NO.	
PROJECT CODE	
PROJECT TITLE	
PROJECT LOCATION	
PROJECT STATUS	
PROJECT START DATE	
PROJECT END DATE	
PROJECT MANAGER	
PROJECT TEAM	

PHASE III

PROJECT TIME SCHEDULE

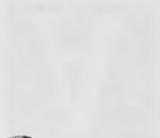
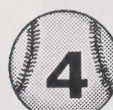


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-  **1 Major League Baseball Data**
-  **2 Lease and Cost Summary**
-  **3 Funding and Financial Assessment**
-  **4 Site Analysis**
-  **5 Project Time Schedule**
-  **6 Draft Memorandum**





- (1) List of Abbreviations
- (2) Project Time Schedule
- (3) Site Analysis
- (4) Funding and Financial Assessment
- (5) Costs and Cost Summary
- (6) Major Feasible General Data

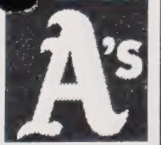
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Benefits to Santa Clara and The Community



- **\$275,000,000 new construction dollars!**
- **\$135 million (direct & indirect) payroll of \$75 million annually**
- **Last piece of Santa Clara's entertainment mecca in the Heart of Silicon Valley**
- **Important part of our community pride as the Sports Capital of California**
- **An affordable entertainment venue for families and especially small children**
- **Benefit partnership with Great America which should have a positive impact on their attendance and economic growth**

Group

- a positive impact on their attendance and economic
- positive relationship with their families and the community
- an effective environment for the future and
- safety of children
- positive impact on the community and the future
- the future of the community and the future
- 2132 million (total & future) value of 212 million
- 2312'000'000 new construction projects

and the community
benefits to future



Benefits to Santa Clara and The Community



- Immediate impact on surrounding Hotels, Convention Center, Banquet Facilities, the Golf & Tennis club, and local restaurants
- The A's Foundation will be located in Santa Clara and will benefit Santa Clara citizens groups on a direct level
- Santa Clara citizens will have a priority in hiring at the park during venue events
- A's will visit local schools & community events
- Over \$1 million dollars per year in new taxes to Santa Clara
- This Stadium will be the jewel of open air stadiums in the world – blending Old World architecture with New World, Silicon Valley, high technology within the park



C124925250

U.C. BERKELEY LIBRARIES

22

giving a very high technology within the bank

which is being used to help the world's poor

and to help the world's poor to help the world's poor

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